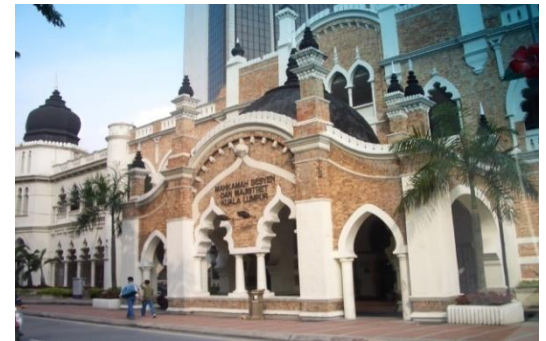


COMPETENCY BASED TRAINING AND ASSESSMENT SYSTEM (CBTAS)

Project Manager Candidate Briefing

By: PROKOM



JKR's Vision for Project Management

JKR's vision is to be a:

- **Centre of Excellence in the implementation of national infrastructure projects** by offering best practices in core competencies, and
- **Project Management is one of the core competencies of JKR.**



CBTAS Briefing Objectives – JKR Organisational

- **Explain why a workplace assessment framework is established for current and future Project Directors, Project Managers and Team Members**
- **Explain & define terms used in CBTAS**
- **Review the JKR Project Manager Competency Certification**
- **Explain a course of action to expedite the certification of JKR project managers.**

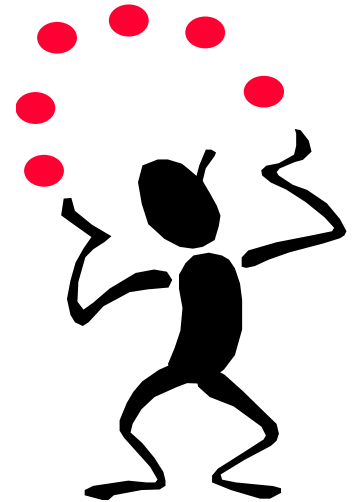


Why Competency Based Training & Assessment System (CBTAS) for JKR ???

- **Use of JKR Competency Standards for Project Management & Assessor Competency Standard – uniform approach**
- **Use of JKR's Project Management Procedures, Work Instructions and templates**
- **Training and Development of Project Managers – more certification program**
- **Education and Self-Development**
- **Recruitment and Succession Planning**
- **Performance Appraisal and Review**
- **Achievement of Business Unit Goals**



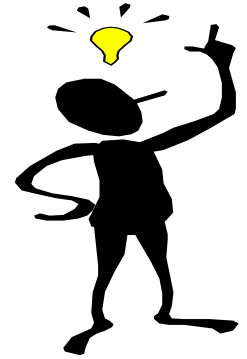
What do we mean by COMPETENCY???



Competency is **the performance expected of a Project Manager in the project environment ...** rather than what she or he has gained through attending certain learning or training processes ... it encompasses **Knowledge + Skills + Attitude**

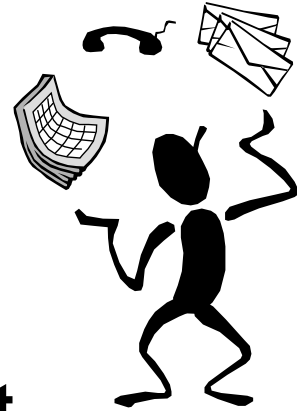


What is Competency Based Training?



- The job is analysed (Standards and job performance agreed)
- The Project Manager's training requirement is established
- A program is developed to suit the training need (or an existing program is chosen)
- The program is conducted and evaluated
- The Project Manager is **coached and assessed** as a result of the program ... in the project environment ... **for competency**

What is competency-based assessment?



- **Knowledge and skills** are assessed against agreed competency standards ...
- on the job ...
- under **conditions** in which the skills are expected to be performed ...
- to the required **standard** ...
- by providing **evidence** as substantiation ...
- displaying the **values and attitudes** important to JKR

TYPES OF ASSESSMENT

Diagnostic = analysis of what exists, establishes gaps

Formative = progressive, includes coaching

Summative = final assessment

Recognition of prior learning = assesses what has preceded in terms of qualifications and experience



DIMENSIONS of skills to be assessed

- **Task skills**
- **Task management skills**
- **Contingency skills**
- **Job role/environment skills**
- **Transferable skills**

WHAT TO ASSESS

Competence is behaviourally anchored – it can be observed and measured

Assessors measure both generic and specific competencies



Each Assessment relies on:

- **Transparency** - the methods of assessment, the standards being used and the overall system are simple and clear to anybody looking at it
- **Validity** - the assessments provide realistic proof of competence
- **Reliability** - different assessors in varying locations can make the same judgment about the same candidate based on the same evidence.
- **NOTE:** These are important factors in any assessment system and are the basis for the JKR Competency Based Assessment System (CBAS).



PATHWAYS

There are two pathways for assessment in a competency based system:

- **assessment through training**
- **assessment only**



Assessment through training

- **Based on a competency-based system that:**
 - **Analyses the job to develop Units of Competence and standards**
 - **Designs and develops training specifically for the job, based on the agreed standards**
 - **Conducts training on and off the job**
 - **Evaluates that the training is effective, and**
 - **Validates job performance as a result of training**



Assessment Only

- **Based on a competency-based system that:**
 - **Has approved standards of workplace performance**
 - **Recognises prior learning and experience**
 - **Assesses workplace performance against the approved standards**



Structure of Competency Standards include:

- **Units of Competence:** job or functions, eg; Manage Project Scope
- **Elements:** what the person must do, eg; Plan, Implement, Finalise Project Scope
- **Performance Criteria:** how well the task is to be done, eg; to JKR Competency Standard for Project Management

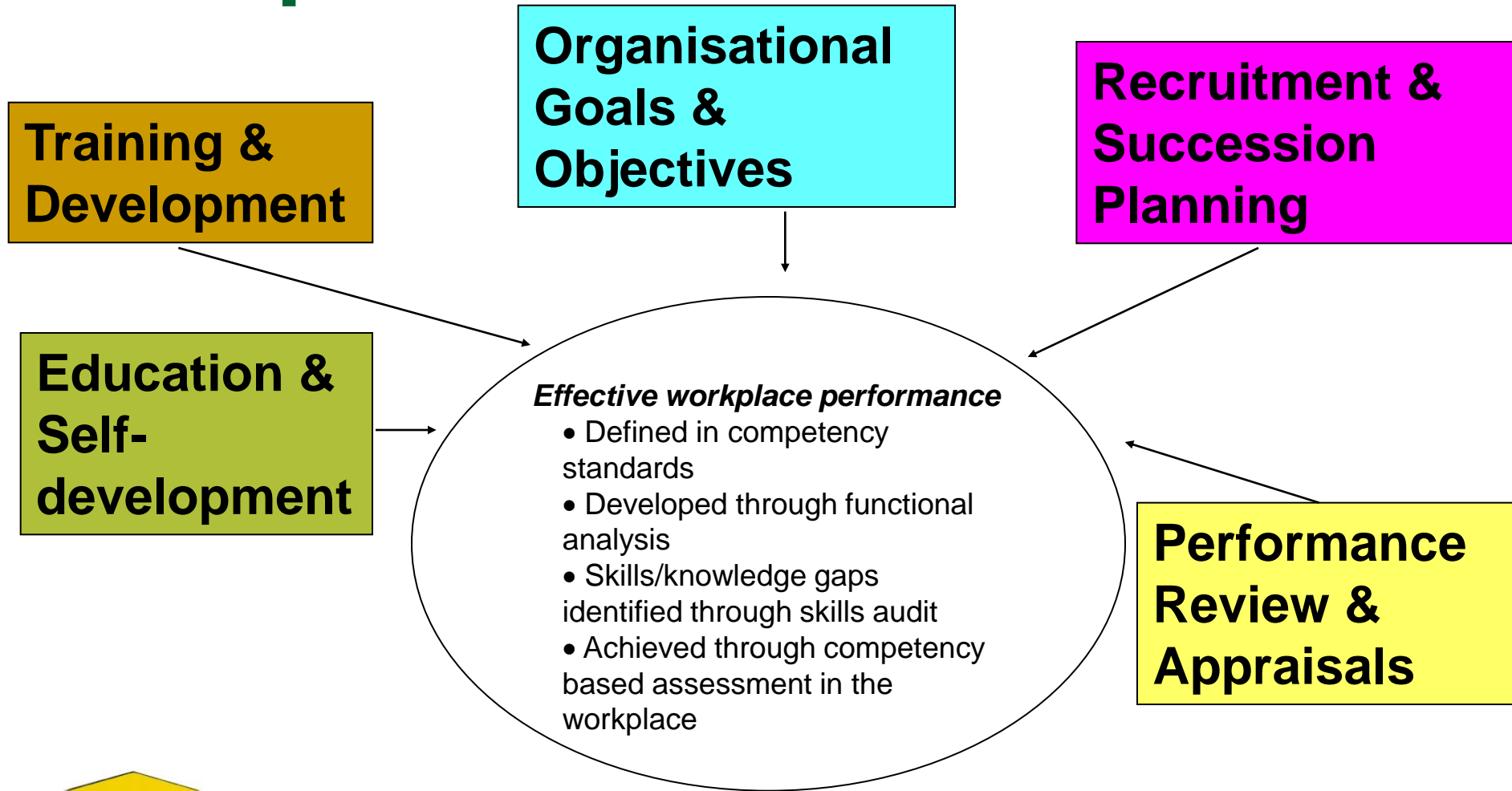


Structure continued

- **Range of Variables:** describes the conditions or circumstances in which the activity is performed
- **Evidence Guide:** provides information on where and how the assessment should be carried out and what underpinning knowledge to look for



Relationship of Standards to Workplace Performance



JKR PROJECT MANAGEMENT CERTIFICATION LEVELS

| JKR Project Management Certification Level | Designation | Abbreviation | Minimum experience in project works |
|--|--------------------------------|--------------|---|
| Team Member | Qualified Project Practitioner | QPP | 3 years |
| Project Manager | Registered Project Manager | RPM | The last 5 years involve in project environment of which 3 years must be involved at the level to be assessed |
| Program Manager | Registered Program Director | RPD | |



JKR Project Management Certification Level – Team member : Qualified Project Practitioner (QPP)

- Works within established routines and procedures, applies skills
- Contributes to progress and outcomes given general guidance
- Limited supervision and guidance of the work of other team members
- Wide range of tasks and roles in a variety of contexts
- Limited supervision or indirect guidance by project or program manager



JKR Project Management Certification Level – Project Manager : Registered Project Manager (RPM)

- May vary established routines and procedures, guides the application of Project Management functions
- Works under broad guidance from program manager
- Supervises and guides the work of others
- Has complexity in the range and choice of actions in a complex environment
- Responsible for planning and management of the project cycle



JKR Project Management Certification Level

– Program Manager : Registered Program Director (RPD)

- Establishes routines and procedures, manages/directs Project Management functions
- Works under limited guidance against a broad plan, budget or strategy
- Responsibility and accountability for the output of work and that of project teams
- Competencies are substantially non-routine
- Significant judgement is required in planning and control of projects



Certification of Project Managers

PROCESS ...

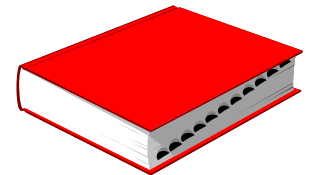
Pre-requisites

- **Is currently, or has been recently, working in the project environment**
- **Is capable of being assessed at the appropriate level (Team Member / Project Manager / Program Director)**
- **Is capable of supplying evidence and validation of performance against the JKR Competency Standards for Project Management**



JKR Project Manager Competency Certification Process

- **Apply to PROKOM JKR for recognition**
- **Candidate selects level and discusses with Certified Assessor**
- **Candidate completes self-analysis and discusses Recognition of Prior Learning (RPL) with Assessor**
- **Assessor and Candidate agree on plan to complete**
- **Candidate collects workplace evidence and produces the Record of Assessment & Evidence Log Book (ELB)**
- **Certified Assessor assesses portfolio iteratively and determines success, or recommends competency development**

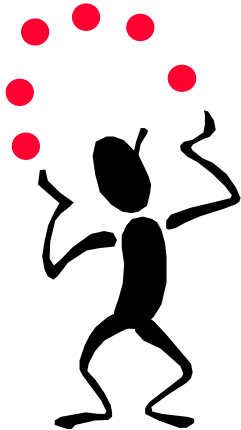
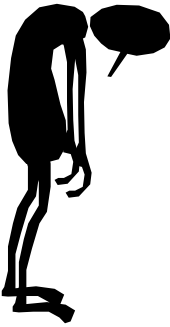


Continued ...

- If successful, the assessor documents the assessment and sends a report to the PROKOM
- If unsuccessful, Assessor assists candidate with and recommends professional development
- PROKOM requests verification of assessment by the Assessor (as required)
- PROKOM forwards registration to Candidate
- Re-assessed every three years or Continuing Professional Development (CPD)



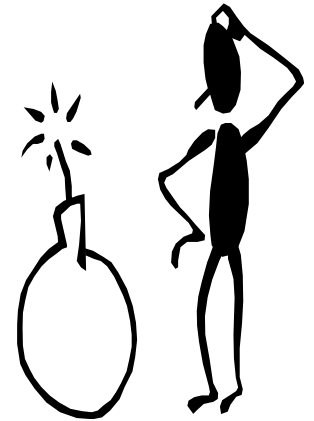
Why should Project Managers undertake assessment ... isn't life tough enough already????????



- Refresher against current Best Practice
- Personal motivation for development
- JKR requirement and capability
- Competency-based Qualifications
- Professional Status
- ... The key to assessment is that it is driven by the **CANDIDATE (Project Manager)!!!!!!!!!!** ... not the Assessor or the organisation

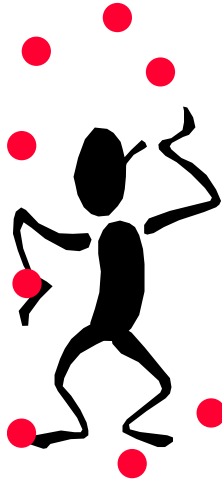
KEY STAKEHOLDERS in the Assessment Process (for Project Management)

- **Candidates**
- **Manager / Supervisor**
- **Project Management Coach / Mentor**
- **Assessor/s & RPL Advisor**



THE CANDIDATE

- Complete a Project Management Analysis & Training Course/s (as applicable)
- Apply skills on group project &/or own project
- Gather evidence of competency (during and after the course on the job)
- Complete the Record of Assessment and Evidence Log Book (ELB)
- Receive help from supervisors, mentors, assessors & peers
- Progress to Certification
- Continue to demonstrate competency as a Project Manager



CANDIDATE'S MANAGER/SUPERVISOR



- Understand principles of competency-based assessment, the Record of Assessment and Evidence Log Book (ELB), and the level of competence required
- Witness the Candidate's evidence
- Determine sufficiency of evidence
- Provide referee report (letter of recommendation)
- Seek advice from Assessor/s if unsure



Project Management MENTOR / Coach

- **Assists Candidates**
- **Project Management specialist provides input to Assessment**
- **Advises on Project Management developments**
- **Provides Project Management quality control for course & assessment processes**
- **Recommends potential candidates for future courses and assessment**



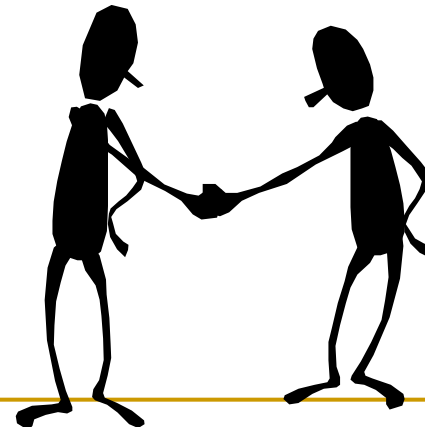
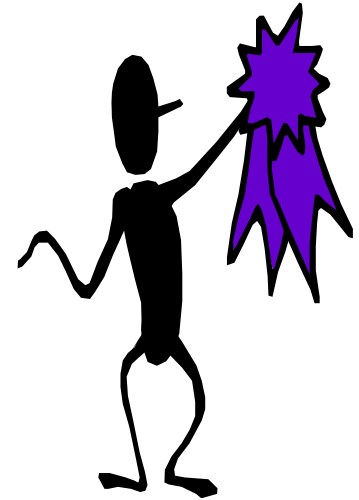
ASSESSORS

- Ensures assessment is transparent, valid and reliable
- Understands how evidence can be demonstrated / discuss with candidate
- Judges evidence of skills
- Judges evidence of knowledge
- Liaises with Supervisor / Assessor
- Makes, records and processes the assessment decision
- Enlists second opinion to assure quality
- Provides feedback to Candidate & Client



Outcomes of Assessment against Standards

- Assessed as **COMPETENT**
- Assessed as not yet **COMPETENT**



Competent means ...

- **Has attained an independent judgment that she / he can do the assigned job**
- **Is registered by JKR to undertake future jobs at that level**
- **Needs to meet ongoing professional compliance with that standard (re-assessment as defined by JKR)**

Not yet competent means ...

- **Has not attained all the Units of Competence to do the job assigned**
- **May have attained some of the Units of Competence; with those units registered by JKR**
- **Has the benefit of being given an opportunity / pathway / instruction in how to achieve competence in the future**

JKR Project Manager Competency Certification: Candidate Handbook – Contents (1)

- **Introduction to JKR Project Manager Competency Certification**
- **Assessment & Verification Process**
- **Self Assessment Checklist**
- **JKR Competency Standards for Project Management**



JKR Project Manager Competency Certification: Candidate Handbook – Contents (2)

- **Assessment Record Book (ARB); includes Assessor Certification and Competency Sign Off**
- **Summary Statement**
- **Assessment Support Documents**
- **Grievance Procedure**
- **Post-Assessment Feedback**



SUMMARY

- Briefing Objectives
- CBTAS policy & procedures
- CBTAS management
- Key Stakeholders
- JKR Project Manager Competency Certification Documents

QUESTIONS???

Issues - Points of view???



Closing Thoughts!!



- CBAS for Assessors is an efficient method to contribute to **project results**
- CBAS contributes to **organisational effectiveness** in certifying project managers
- Assessor Standards should be **continuously improved** and aligned to specific Project Management training programs
- Assessor Standards can be applied **to any workplace assessments**, based on approved standards
- An increase in **professional Project Manager status for JKR** will result from structured work-based assessment and training / coaching programs

